

Section 15

Institutional Framework

This section is composed of four parts. The first part addresses the most important aspects of the legal system that regulates the operation of CESPT. The second part identifies the agencies involved in the functioning of this system, and how they coordinate with CESPT. The third section identifies the primary institutional obstacles that would stand in the way of a viable plan, as well as possible actions that could overcome these obstacles. Finally, the policies and mechanisms for controlling growth are discussed.

15.1 Institutional Framework

Potable water, sewerage and sanitation services in Mexico are regulated by a legal structure consisting of different levels of government. This system has experienced historical changes and has incorporated into its laws the global concerns for the environment and the use of sustainable natural resources, as well as policy priorities resulting from the need for national development. Each component of this legal structure is described herein.

Legal Framework for Water Management in Mexico

Article 27 of the Mexican Constitution establishes the principle of ownership and authority of the nation over the natural resources located within the country. One of those resources is water. In addition, the constitution gives the State the ability to grant concessions to those parties who will make use of said resources. The *Ley de Aguas Nacionales* (Law of National Waters) of 1992 is the legal instrument that states regulations for the use and management of all water resources in the country. This law names the National Water Commission (*Comisión Nacional del Agua, or CNA*) as the agency in charge of carrying out the law's precepts. These include the formation of the National Hydraulic Program; support of development of potable water and sewage systems; sanitation and water reuse; issuance of titles of concession, allocation, or licenses; management of the Public Registry of Water Rights; fostering a water conscious mindset so that water is considered a vital and scarce resource; contracting and providing services; acting as arbiter when conflicts related to water issues arise; and acting as the fiscal authority with technical and administrative autonomy in handling resources and products under its charge (Téllez, 1993, p. 107).

Specifically to urban areas, the law states that users – individuals or associations– have access to water through direct concession agreements with CNA. The law establishes contractual terms renewable from 5 to 50 years for all users, with no exceptions. Each user must register its title of concession in the Public Registry of Water Rights, and meet federal regulations in terms of consumption quotas and environmental impact.

Effectively, after the reforms of Article 115 in the General Constitution the responsibility for public potable water, sewer, and sanitation services was transferred

to the states and municipalities. This modification grants them the ability, once concessions and obligations are met with CNA, to administer all volumes of allocated water, including its transport from any receiving point by CNA to the urban service areas. To do this, the law establishes specific ordinances regulating the wholesale delivery of water, financial solvency, environmental laws, and efficient and rational use of water. State and municipal governments are also in charge of wastewater disposal in their jurisdictions (Castro and Sánchez, 2001).

Baja California

Baja California is dependent on water from the Colorado River, which is regulated by the Treaty of International Waters of 1944 (*Tratado de Aguas Internacionales de 1944*). This treaty forms the judicial basis from which allocation and access to water is established in this region of Mexico. The treaty establishes a fixed allocation of water to Mexico, and human consumption is established as the main priority.

At the state level there are laws that directly and indirectly regulate CESPT (Table 15.1). The legal system controlling the management of water in the state is the result of a slow, cumulative process that began when Baja California became a state in the 1950's.

One of the first laws enacted by the then-recently formed state government was the Law of Urban Planning (*Ley para la Planeación Urbana*) in 1954, and one of its goals was the improvement of infrastructure in urban centers. To reach its goals, the law provided operational participation by municipal governments through specific local programs. Guidelines for potable water services were provided by the Law of Cooperation for Potable Water Supply to Cities (*Ley de Cooperación para la Dotación de Agua Potable a los Municipios*), issued by the federal government, and carried out through Federal Boards of Potable Water for each urban district (Castro and Sánchez, 2001). Eventually, the experience of these boards led to the creation of state agencies, or the State Public Service Commissions (CESP's), which then assumed responsibility for potable water and sewer services in each municipality in the state.

The State Constitution incorporated the reform made to Article 115 of the Mexican Constitution, in which a series of public services, such as potable water and wastewater, were defined as municipal services (Article 82, section B).

Table 15-1 State Laws for the Regulation of Potable Water and Sewage Services in Baja California		
Law	Date created	Characteristic
Baja California State Constitution	7/16/53	Article 82 establishes the authorities and functions of the municipalities, defining the services of potable water, drainage, wastewater, treatment and wastewater disposal as property of the municipal entity (section B).
Law of Sanitation Engineering for the State of Baja California	5/31/60	Assigns duties to the state government (General Department of Public Works) regarding planning, construction, operation, and maintenance of projects to supply potable water and sanitation to urban centers. (Articles 2 y 5)
Law to Regulate Potable Water Service in the State of Baja California	4/30/69	Designates specific agencies to take charge of construction, direction, operation, conservation, inspection, and repair of potable water systems in the state.
Law of Public Service Commissions for the State of Baja California (CESP's)	2/10/79 (latest reform: 19/10/01)	Establishes the CESPT's as decentralized public agencies of the state government; functions and duties in all aspects are related to potable water and sewage systems in each state municipality; administration and internal procedures.
Urbanization Legislation of the State of Baja California	8/20/81	Article 14 defines the agencies dedicated to urbanization, stipulating in fraction V that the <i>Comisiones Estatales de Servicios Públicos</i> (CESP's) have this authority. Article 43 of the same legislation also stipulates the members that integrate the Municipal Urbanization Councils, defining in fraction V that the director of the corresponding municipal CESP, or the person in charge of this agency, is a member of these types of councils.
Decree to create the Decentralized State Agency, entitled State Water Services Commission (COSAE), to replace the Commission to Coordinate Potable Water and Sewage of the state of Baja California created by decree on 9/30/81	7/1/91 (latest reform: 10/19/01)	The functions of COSAE are, according to its mandate: (1) to administer and operate the aqueducts system between the state municipalities (2) to convey effluent from wastewater treatment in plants located in the states territorial jurisdiction to its final destination.
Constitutional decree for the decentralized state agency entitled State Water Commission (CEA) of the state of Baja California	3/2/99	CEA is assigned to the State Secretary of Human Settlement and Public Works, and its basic function is to ensure tight coordination between COSAE and the CESPT's. This involves coordination of programs derived from state development planning, legal and financial management, and technical and operating innovation (Article 2).
Municipal Guidelines Legislation of the State of Baja California	10/15/01	Articles 48 and 49 stipulate the possibility that the municipalities reach agreements among themselves or with the state government concerning a public service or exercise of functions (see Articles 48 and 49, fractions II and III).
Public Health Legislation of the State of Baja California	11/09/01	Article 5 specifies that this legislation governs all sanitary control pertaining to establishments dedicated to servicing food and beverages, indicating in fraction IV of the same article strictly for potable water for use and human consumption and sewage system.
Environmental Protection Legislation for the State of Baja California	11/30/01	Article 5 stipulates the identity of the state environmental authorities, specifying in fraction V that the state or municipal public agencies that administer the water fall within the category of environmental authority, with attributes defined by the same legislation. Article 11 of this legislation states that these public agencies can assume authority established by the General Law, with the purpose of regulating the sustainable use of water within state and municipal jurisdictions, as well as preventing water contamination.
<p>Source: Castro y Sánchez (2001).</p> <p>One of the most relevant laws is the <i>Law to Regulate Potable Water Service in the State of Baja California</i>, which after 1969 established regulatory principles that would affect subsequent potable water service development in this state. This law has been reformed successively to adapt to present needs. The latest reform was in April of 1999, when Article 95 was amended in order to establish fines and sanctions for those violating the operating regulations of the state's potable water systems.</p>		

In terms of operations, the Law of State Public Services Commissions of the State of Baja California was enacted in 1979 and reformed in 1992. It establishes the bases for the organization and functions of operation of the commissions for urban water services. These agencies are decentralized from the state government and exist for each municipality, except in Tijuana and Playas de Rosarito, where CESPT is responsible for service. Each Commission contains an Administrative Council. The Baja California State Public Services Commissions Law defines the seven members integrating the council, which are: the State Governor; the Secretary of Human Settlements and Public Works; the Secretary of Planning and Finances; a representative of the public; two representatives from the private sector (CANACO and CANACINTRA), and the respective Mayor.

There are other state legal instruments that have helped create a legislative body in support for the two previously mentioned laws. Among these is the State Law of Sanitation Engineering of 1960, with the objective of regulating services infrastructure from a technical standpoint. The Environmental Protection Law of 2001 incorporates a more integral vision concerning the use and management of water in the state from a sustainability perspective. This law gives the responsible agencies for water and wastewater services environmental authority, specifically in the prevention of water contamination and its sustainable management. There are also state laws of urbanization, which makes the water and wastewater services agencies the urbanization authority. Also, the Public Health Law requires that the operating agencies comply with the quality norms for public health protection.

Other important laws created the State Commission of Water Services (COSAE) and the State Commission of Water (CEA), respectively. These two state agencies complement each other to support operations and functions of the CESP's in each city (Table 15-1).

Analysis of Later Phases

The previous paragraphs identify some points that require further discussion in terms of future stages in the implementation of the master plan. First it is essential to note the absence of a state law that explicitly reflects changes as stated in the Law of National Waters of 1992. Note that this absence has not limited the operational authority of agencies in charge of providing services in the state's urban areas. One reason is that the *Law to Regulate of 1969*, the *Law of State Public Services Commission of 1979*, and other legal instruments complement each other, resulting in a very supportive legislative body which sustain with growing service requirements (Castro and Sánchez, 2001). Among other legal instruments are the *Law of State Sanitation Engineering of 1960*, whose objectives were to regulate the infrastructure of services from a technical perspective, and the *Law of Ecological Balance and Environmental Protection of 1992*, incorporating an integrated vision of the sustainable use and management of water in the state. This legislation establishes environmental standards for urban development, specifically for rational water exploitation and use in rural and urban areas.

The fact that CESPT has evolved into an operational entity during the past decade is an advantage that may be added to those advantages previously mentioned since CESPT operates under both a legislative and operational framework. This evolution is evident from the performance indicators of the past decade. These two conditions are certainly important to consider in the master plan for future implementation in its area of influence.

15.2 Inter-institutional Coordination

The functions and responsibilities of CESPT include close coordination with agencies and offices at the three levels of governmental, in addition to bi-national and United States agencies as a result of the transboundary nature of surface waters used for consumption (i.e. Colorado River), and environmental issues related to wastewater treatment. Table 15-2 describes the functions of these agencies and their relationship to CESPT.

Bi-national Level: International Boundary and Water Commission (IBWC)

This agency was created by the Treaty of International Waters of 1944 between Mexico and the United States, when the old International Boundary Commission expanded to manage issues related to water from the Colorado, Grande, and Tijuana Rivers, as well as sanitation along the border (see Section 2.8).

IBWC has a Section in each country, both of which maintain constant communication and coordination. CESPT generally coordinates with the Mexican Section, which in turn coordinates as necessary with its United States counterpart.

Specifically, with relation to surface water, the Commission is responsible for:

- Water metering and accounting
- Operation of the water systems
- Flood control
- Definition and control of flood areas
- Storage and intake projects
- Salinity control

Aside from these functions, the Commission participates in current issues related to the transboundary environment, in coordination with other agencies at the local, state and federal government level, the United States Section, and bi-national agencies.

Under the auspices of its relationship with CESPT, IBWC works to coordinate activities related to the wastewater system of Tijuana, flood control of the Tijuana River, as well as activities associated with a bi-national aqueduct (Minute 301), and to monitor the quality of treated water. As previously mentioned, the United States

Section of IBWC operates the International Wastewater Treatment Plant, which creates the need for coordination between CESPT and the Mexican Section of IBWC.

Bi-national Level: Border Environment Cooperation Commission (BECC)/North American Development Bank (NADB)

These institutions resulted from the agreement on environmental cooperation between Mexico and the United States in 1993, signed in parallel to the North American Free Trade Agreement. The main objective of these institutions is to identify, develop, certify and finance environmental infrastructure projects along the border aimed at improving the quality of life of present and future residents of the border region, while allowing for an ample public participation process, and incorporating the precepts of sustainable development.

The BECC collaborates with the border-states and communities to strive for the development of solutions to environmental problems, as well as to provide technical assistance that permits these communities to identify their environmental needs and reach the solutions for these needs. Through its Project Development Assistance Program (PDAP), BECC provides technical assistance grants for project development. In addition, BECC participates in coordination activities with other key agencies during project development, such as NADB, IBWC, BANOBR, EPA and the *Dirección General de Ecología*.

Coordination between CESPT and BECC takes place mainly during periodic visits of BECC representatives to Tijuana. During these visits potential environmental infrastructure projects are identified and prioritized and a work plan is developed.

NADB offers direct financing of the projects that have previously been certified by the BECC, both in the form of grants and loans. Additionally, NADB provides grant funds for technical assistance and institutional strengthening.

The coordination mechanism between CESPT and NADB is similar to that of the BECC. Usually the NADB is part of the technical committees created for the development of specific projects.

In the case of the municipalities of Tijuana and Playas de Rosarito, there are important precedents with these institutions, such as a number of projects that have been certified and are currently in the implementation process. Among these are:

- Rehabilitation and improvements to the Tijuana wastewater recollection system
- Parallel Projects System and rehabilitation and expansion of the San Antonio de los Buenos Plant

These projects are being financed in part by NADB through its Border Environmental Infrastructure Fund (BEIF). Additionally, currently NADB is considering providing grants to CESPT for institutional development projects.

As a result of the significant funding potential of these institutions, as well as the accomplishments to date and its coordination capacity, it is recommended that CESPT maintain close communication with them.

Federal Level: National Water Commission (CNA)

The federal coordinating agency is the National Water Commission (CNA), which carries out the 1992 Law of National Waters and establishes standards to conserve the quality of water resources. CNA also provides technical support for the development of water and sanitation systems, and plays a major role in negotiations to find new sources of supply or to develop infrastructure for the conveyance and treatment of water. Finally, CNA has historically been an important funding source for water and wastewater projects. With relation to the urban systems, the General Sub-department of Urban Water Infrastructure of the CNA has three main functions:

- Directs and administers studies, projects and potable water, sewage and wastewater infrastructure construction projects.
- Promotes the institutional coordination and operation to assist water and wastewater problems of the northern border of Mexico.
- Identifies and follows up the current bi-national agreements made by the International Boundary Water Commission.

Among the current coordination activities that CESPT maintains with CNA, the ones related to the Tijuana River problems stand out, as well as the discussions and workshops regarding the feasibility of the bi-national aqueduct. Furthermore, CNA has been part of several technical committees created for specific projects, as previously described. CNA provides technical and financial support.

State Level: State Water Services Commission (COSAE)

This is a decentralized agency created in 1991 to replace the old State Commission to Coordinate Potable Water and Sewage. COSAE is responsible for the operational distribution of bulk water to municipal operating agencies. Therefore it is the state office responsible for operating the Colorado River-Tijuana Aqueduct and other facilities that supply water to cities in the state. It is also the agency responsible for collecting and conveying effluent from wastewater treatment plants.

State Level: State Water Commission (CEA)

The State Water Commission (CEA) plans the use of water and the development of water infrastructure in the state. It also coordinates city and state operating agencies (CESP'S and agencies such as COSAE and CNA) and establishes procedural guidelines to predict future demand in the cities and obtain financing for future projects.

State Level: Department of Human Settlements and Public Works

This department is now known as the Department of Infrastructure and Urban Development Human (SIDUE). As head agency in this sector, SIDUE collaborates with CESPT regarding state policies and projects related to CESPT programs and projects.

State Level: Dirección General de Ecología

This office is charged with meeting the requirements of the Law of Environmental Protection in the state. It coordinates evaluation of plans and programs among local agencies.

In the specific case of CESPT, there is currently a process underway to try to transfer functions regarding the inspection of industrial discharge in the area of CESPT's influence.

Other State Agencies

There are other state agencies whose operational activities must be coordinated with those of CESPT. Among these are state commissions responsible for potable water, sewage and sanitation services within the areas neighboring CESPT's jurisdiction: The State Public Service Commissions of Ensenada (CESPE), and Tecate (CESPTE). Currently CESPT is working with CESPE on the purchase of water from the La Misión wells. CESPT and CESPTE are currently coordinating the purchase of water to supply the Toyota plant, which will be located in the area of El Gandul, adjacent to the City of Tecate.

Municipal Level

CESPT coordinates its activities with different local agencies due to the effects of the growth of urban centers on the CESPT's plans and programs. The agencies of the Municipality of Tijuana include the Office of Urban Administration, the Municipal Planning Institute (IMPLAN) and the Municipal Urbanization Unit. Presently the coordination focuses on standardizing the databases, the strategic plan for the next 25 years, and the development of stormwater runoff systems.

As part of its responsibility for potable water and wastewater services in Playas de Rosarito, the CESPT is collaborating with the Municipal Government on urban planning and the development of the Tijuana-Rosarito-Ensenada Corridor.

Table 15-2 Areas of Coordination with Other Agencies within the Framework of CESPT Functions		
Agency	Level	Areas/Activities
IBWC	Bi-national	<ul style="list-style-type: none"> Coordination regarding the feasibility of opening a bi-national aqueduct (Minute 301) Discussions about the agreement for an emergency connection with San Diego County Cost monitoring (daily)
BECC/NADB*	Bi-national	<ul style="list-style-type: none"> Cooperation to develop projects related to water and sanitation Technical assistance grants Construction funding
CNA	Federal	<ul style="list-style-type: none"> Water rights and supply Coordination of issues related to problems with the Tijuana River
COSAE	State	Transport of water in bulk. CESPT covers the cost of transport to water treatment plants. COSAE is also coordinating with CESPT in the expansion of the Río Colorado-Tijuana aqueduct.
CEA	State	CEA coordinates with CESPT on CESPT project follow-up. Examples are the follow-up of projects financed by Crédito Japonés, and the process of standardizing income rights laws among the CESP's in the state.
SAHOPE	State	Coordination among the department's current projects, such as Corridor 2000 and Coastal Tijuana-Rosarito-Ensenada Corridor (COCOTREN).
State Environmental Secretariat	State	Coordination with CESPT on evaluating plans and transfers of duties relating to inspection of industrial discharge to CESPT.
State Public Services Commission of Ensenada (CESPE)	State	Purchase of water from La Misión wells.
State Public Services Commission of Tecate (CESPTE)	State	Purchase of water to supply the Toyota plant.
Tijuana City Government: Office of Urban Administration Municipal Planning Institute (IMPLAN). Municipal Urbanization Unit	Municipal	<ul style="list-style-type: none"> Coordination with CESPT to standardize the bases of cadastre data. Prepare a Strategic Plan for the next 25 years. Develop rainwater runoff systems
Playas de Rosarito Municipal Government	Municipal	Coordination of urban planning and the development of the Tijuana-Rosarito-Ensenada Corridor.
Environmental Protection Agency (EPA)*	United States (cooperation)	Information exchange and cooperation for development of sanitation infrastructure projects.
CALEPA*	United States (cooperation)	Information exchange (water quality)/cooperation.
Department of Energy (USA)	United States (cooperation)	Cooperation (patterned after the Tijuana aquifer)
<p>*Resulted from cooperative coordination; not derived from a legal mandate. Source: Interview with Ms. Hermila Tinoco, Subdirector of Planning for CESPT, November 15, 2002.</p>		

Transboundary Level

The scope of CESPT's cooperation and coordination at the regional level extends across the international border in different ways. Interaction with United States agencies is critical. Such agencies are the United States Environmental Protection Agency (EPA) at the federal level, and the California Environmental protection Agency (CALEPA). Activities in coordination with these agencies are related on information exchange, and more specifically on cooperation for the development of sanitation infrastructure and water quality projects.

Recommendations to improve inter-institutional coordination

Inter-institutional coordination is crucial for the identification, prioritization and sponsorship of projects in a joint fashion among utilities (CESPT), regulating agencies (CNA), funding agencies (CNA, BANOBRAS, BECC, NADB), and environmental review agencies (Dirección General de Ecología), as well as among the different levels of government.

Although there is currently coordination among the various agencies, it is common that such activities take place in an isolated manner without taking into consideration or involving the remaining agencies. Furthermore, communication is oftentimes related to a specific project or issue, and does not take place periodically.

In order to improve inter-agency coordination, which as explained later contributes to the institutional strengthening of the CESPT, it is recommended to evaluate the creation of a permanent Coordinating Committee that holds periodic meetings. Such committee would be composed of permanent members, such as CNA, CEA, COSAE, SAHOPE, and the municipal governments of Tijuana and Playas de Rosarito, as allow for the participation of other agencies on a case by case basis, such as IBWC, BECC, NADB, BANOBRAS, an even EPA and CalEPA.

During the meetings of the committee issues and projects of common interest would be discussed, as well as issues that require the participation of other agencies, such as environmental assessments reviews, permits, technical support, and coordination and prioritization of projects with potential funding sources.

The committee could take advantages of other groups such as the Regional Consulting Councils (*Consejos Consultivos Regionales*) that are being created by the Presidential Commission for Northern Border Issues (*Comisión Presidencial para Asuntos de la Frontera Norte*) or of the Work Groups if the Environmental Border Program 2012 (previously Border XXI).

15.3 Obstacles to the Institutional Strengthening and Recommendations

It is common in Mexico to have a lack of continuity in policies and staff between different state and/or municipal administrations. In the best of circumstances, changes in staff only occur at the top management level, but there are situations in which the changes extent to mid-level and technical staff. Although CESPT has been able to maintain individuals with important seniority and knowledge of the system, it

is important that a “career path” is created and institutionalized within the commission.

CESPT lacks the jurisdiction and autonomy to make certain financial and operational decisions, and to enforce some regulations. For example, the modification of the rate structure would require approval by the State Congress, which could politicize the issue regardless of the technical and financial merit and justification. Furthermore, CESPT does not have the mechanisms to recover past-due accounts, since by law they are not allowed to interrupt service to delinquent customers. CESPT utilizes devices to reduce the flow of water for delinquent intakes to provide only the bare minimal level of service and thus try to encourage payment. However, this measure does not have the same effect as a complete interruption of service. One last example is the lack of jurisdiction to control commercial and industrial discharges to the wastewater collection system. Currently CESPT is negotiating with the Dirección General de Ecología so that the latter delegate this responsibility to the former. It is recommended that CESPT continue these negotiations. Similarly, it is recommended that CESPT promote a change in legislation to allow for more autonomy in some financial issues.

Furthermore, CESPT is not allowed to enter into certain types of debt that would be required for capital improvements to the system. At present the law requires approval by the State Congress for new debt. Once again, this issue could be politicized in Congress regardless of the true need and debt capacity of the utility.

It is recommended that CESPT continue strengthening its training programs. However, not only is it necessary to train the staff but also to ensure that individual capacities are matched with the requirements (job description) for each position.

The fact that there is at present a Planning Department within CESPT creates opportunities for establishing CESPT’s vision and for the establishment and coordination of goals among the different departments. The role played by the Planning Department during the development of this master plan shows the value of this area. It is recommended that CESPT institutionalize the master plan as to share the same vision among the different departments. To this end, it is recommended that CESPT continue training its staff about the findings and recommendations of the master plan. Furthermore, it is recommended that procedures and tools for the periodic updating of the plan be implemented, as described in detail in Section 16.

Finally, inter-agency coordination must be improved, as mentioned in Section 15.2. To this end, the creation of a Coordinating Committee is recommended. This committee would meet periodically to discuss issues and projects that require the participation of more than one agency. Among the relevant agencies, it is critical to have strong coordination with the municipal governments of Tijuana and Playas de Rosarito in order to coordinate the direction of urban growth and land use in relation to water and wastewater infrastructure, taking into consideration physical limitations to the provision of service, such as topography and elevation.

15.4 Policies and Mechanisms to Control Growth

This section conceptually examines growth control policies that either affect or will affect the study area and the potential impact on the implementation of the master plan. It is important to discuss these policies in order to identify possible areas of conflict, not only in terms of legislative gaps, but also at the operational level, where problems such as overlapping functions or concurrent policies create conflicts with each other as they are addressing the fundamental actions outlined in the master plan. Among the most relevant control policies are those related to population growth and local space needed to accommodate the population, with emphasis on legal measures required for the urbanization process. Finally, it is necessary to identify areas where implementation of different phases of the master plan must be expanded.

Population Growth

At the local level, policies to control population growth in the area, of influence of the master plan are already in effect from the federal and state governments. In recent years, an explicit central policy has focused on lowering birth rates in different regions of the country in order to stabilize population by the middle of this century. The resulting trends, however, have varied greatly depending on prevailing migration conditions and the population of each area. As described in Section 2.3, population control is complex and difficult in Tijuana and Playas de Rosarito, due to growth predictions and the population composition. State and local agencies observe the effects of population growth on human settlement and economic activity in the area before they establish guidelines for planning and space control within certain time periods. National and state population control policies will continue to impact the master plan's objectives and schedule because of changes and modifications resulting from planning at state and local levels.

Within the context of the state of Baja California, the Population Law for this state establishes specific assignments related to the frequent monitoring and measurements of the demographic tendencies in the state and the municipalities that integrate it.

Based on the above-mentioned information, it is essential that the master plan constitute a flexible document, with the purpose of being object to pertinent revisions and updates.

Planning Regional and Urban Growth

State and local governments are those mainly responsible for creating tools to establish guidelines for local growth planning and control. In Baja California, both the state government and the five municipalities are bound by law to generate plans and programs to plan growth in the state's different regions and urban areas, as well as to enact controls in order to meet these guidelines. It is important to note that the time frame of the master plan establishes very specific conditions in terms of interaction between different plans and programs. While the master plan's objectives take into account input from current state and local governments, those